C.O.A.C.H. for Success Reference Guide



Commit to holding a private conversation

- Think about:
 - Organization policies
 - Underlying circumstances
 - Reasons for the behavior
- Identify what a "win" may look like from both perspectives



Outline the desired outcome

- State good intentions
- Establish common goal and mutual respect
- Confirm "win" from employee's perspective



Address the area of concern

- Stick to observations
 - Action vs. judgments
 - Specifics vs. generalities
- Own up to your own actions
- Seek employee's viewpoint



C.O.A.C.H.



Communicate to achieve understanding

- Safe, open environment
- Watch for signs of silence or violence



Hold each other accountable

- What?
- By when?
- Clear expectations and consequences
- Plan for follow-up

Effective Coaching Strategies

- Contrast to Establish Clarity
- Build on Areas of Agreement
- Take Responsibility for Your Emotions
- Reflect Body Language Communication
- Avoid "Should-ing"
- Feedforward
- Convey Understanding
- Address Hyperbole
- Fill in the Blanks
- Prime the Conversation

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Effective Coaching Communication Strategies

"I appreciate you working hard and I'm not trying to "We both agree on what we need to move forward. criticize your work. I simply want to ensure we have What are some other approaches to meeting this all the information before we go any farther." need that might work for both of us?" Contrast to Establish Clarity Build on Areas of Agreement "Let's put aside the fact that I'm upset. It's not that "I know you said there's nothing wrong, but it seems important. What's more important is that this that something may be bothering you. You appear development puts us several weeks behind." tense and distracted. How can I help?" Take Responsibility for Your Emotions Reflect Body Language Communication "That didn't work. What do you think you could do "What can we do from this point forward to make differently in the future?" things more productive?" Avoid "Should-ing" Feedforward "I bet you feel that nobody understands what it's like to come to work every day only to be bombarded by project "Is that something you really believe?" deadline after project deadline. Isn't that right?" Address Hyperbole Convey Understanding "You're thinking of leaving the team "Are you thinking that I'm asking you to take on this project because we disagreed on the survey results because last month?" Fill in the Blanks Prime the Conversation